# SYSCOM SPECTRUM

*From the Editor...*
*The SYSCOM Spectrum is published with the intent to keep the command informed of various news, issues, ideas, and events. In each edition, the commander will comment on a topic of interest. Readers are encouraged to submit comments and questions to the commander.*
*The newsletter also welcomes short articles from anyone who wants to use the newsletter as a forum to reach the command. Submit your articles by the last workday of the month prior to publication to: Major P. A. Karafa, Editor, or Wendy S. Howard Assistant Editor, Current Operations, Program Analysis & Evaluation Directorate.*

## UPCOMING FEATURE ARTICLES in 1998!

| Month | | | |
|---|---|---|---|
| January | CSLE | CT | CS |
| February | CBG | AAV | |
| March | TMDE | DFM | IC |
| April | UGV | AD/FSS | |
| May | PAE | LAV | AVTB |
| June | CIS | LW155 | |
| July | CCR | LAW | INSP |
| August | AW | AAAV | |
| September | C4I | MCTSSA | |
| October | ARO | AP | RAO |
| November | PS | SBS | |
| December | SST | AM | NAWTSD |

## INSIDE

# COMMANDER'S CORNER

Within the next several months, the Marine Corps will begin a series of experiments called Urban Warrior. Designed by the Marine Corps Warfighting Lab, the experiments will be executed by Marine and sister-service forces on both coasts over the succeeding 12 months. These experiments are designed to help us understand how to organize, train and equip forces to fight in the mega-cities of the 21st century.

The Systems Command has a role in the design and execution of the experiments; but our most important contribution will be in turning successful ideas into acquisition programs. To that end, we must stay closely engaged with our counterparts at the Lab, and in the Advanced Concept Technology Demonstration (ACTD) known as the Extended Littoral Battlefield. By understanding what these groups are trying to accomplish we will be in the best position to turn ideas into reality.

I firmly believe that our traditional equipment acquisition cycle is inadequate for much of the technology we need in the coming years. Experimentation, prototyping and accelerated acquisition (where possible) may be an answer. We'll never know until we try. That's the purpose of the experiments. They need our support, our ideas, and our enthusiasm. Press on.

**M. J. WILLIAMS**
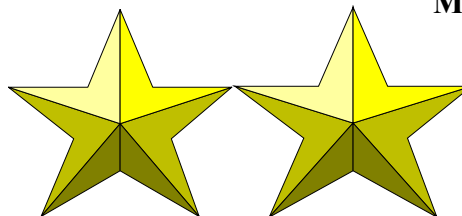
### ACQUISITION PROCESS QUALITY MANAGEMENT BOARD
### UPDATE

The Acquisition Process Quality Management Board (ACPQMB) was chartered in March 1995 for the purpose of overseeing the Command's strategic goal to improve our acquisition processes. In order to focus our efforts on the areas needing the most attention, we reviewed some 500 concerns, comments, complaints or suggestions for command-wide improvements that had been collected by various surveys during 1994/95. Of those 500 concerns, the QMB identified approximately 70 that involved acquisition processes. After close examination and prioritization, 19 of the 70 were identified as a high priority for us to concentrate on. We chose to call these individual areas of focus acquisition process challenges or APC's. For the past 30 months or so we have been working steadily to improve the processes embodied in each APC. The following is a status on our efforts as they relate to those original 19 challenges:

**APC #1: Improve the Milestone Review Process**. Generally, the comments upon which this original APC was based were related to the time required to move a program through the milestone process, and to the amount of documentation required.
**Action Taken**: The current edition of the DoD 5000 series of instructions has provided us with the means to streamline the milestone review process, particularly for ACAT-III and ACAT-IV programs. Although the ACPQMB cannot claim success for that, we have taken full advantage of the latitude provided by the higher level directives and created local milestone review process which are significantly less complicated then they were two years ago. Chapter 12 of the MARCORSYSCOM Program Manager's Acquisition Procedures Handbook outlines our current milestone review processes. That chapter has been recently revised to be even more reflective of how we actually do business, and to me more user friendly. For example, the earlier requirement for multiple copies of milestone documentation has been eliminated, and we do much of the staffing of milestone documentation using electronic means.
**Status**: Closed; however, we will continue to look for opportunities to further refine our milestone review process in the normal course of our QMB activities.

**APC#2: Minor Upgrades**: This APC was related to the fact that we did not have clear processes for handling minor changes to fielded systems. Higher level policy required that we treat upgrades, however small, as new start acquisition programs, thus requiring an unreasonable amount of documentation and oversight for what were truly minor efforts.
**Action Taken**: Originally, we sought and obtained from ASN (RDA) permission to create a new category of acquisition program, the ACAT IV Minor Upgrade. More recently, ASN (RDA), using our minor upgrade program as a template, created a new class of program called the Abbreviated Acquisition Program, which provides full authority for managing almost all minor upgrades under very streamlined procedures. The MARCORSYSCOM Program Manager's Acquisition Procedures Handbook, in Chapter 4, outlines our AAP procedures.
**Status**: Closed; however, we will continue to look for ways to further streamline procedures for managing low-cost, low-risk upgrade programs.

**APC #3: Operational Testing**: There were numerous concerns with the OT process, primarily related to the inflexibility of the OT community and the time required to plan and execute OT.
**Action Taken**: This was a difficult challenge which required action by not only Systems Command, but by CG, MCCDC and the Director, MCOTEA as well. For that reason, the decision was made to charter a separate QMB, at the Service Headquarters level, in order to address this area. The Test and Evaluation (T&E) QMB was chartered in Jan 1996, and is continuing to attack the problems associated with testing in general, and not just operational testing. The status of their efforts will be reported in future editions of the Spectrum.
**Status**: Closed; however, issues surrounding OT processes are the focus of the T&E QMB and will be addressed on a continuing basis by that group.

**APC #4: Acquisition (ACAT) Designations**: The main problem addressed by this APC was the length of time it took for us to receive ACAT designations from ASN(RDA).
**Action Taken**: Although we made significant progress in shortening the amount of time that the designation process used to take, the problem was fully resolved last December when ASN(RDA) delegated ACAT designation authority for ACAT-III and IV programs to the Systems Commanders. We no longer have a problem with obtaining timely ACAT designations.
**Status**: Closed.

**APC #5: ACAT Designation Authority**: This APC addressed the matter of having to request ACAT designation changes from ASN(RDA), which was a lengthy process. In this case the issue was specifically related to the Marine Enhancement Programs (MEP) and our desire to have local authority to determine if individual MEP programs should

**ACQUISITION PROCESS QMB continued**

be managed as ACAT IV(T) or ACAT IV(M).
**Action Taken**:  As noted above, COMMARCORSYSCOM is now the ACAT designation authority for ACAT III and ACAT IV programs and we no longer have a problem.
**Status**:  Closed

**APC #6:  DoD 5000 Series of Instructions**:  This was a somewhat broad-ranging APC, which attempted to address a large number of concerns with the scope of the DoD acquisition directives, and with the implementing SECNAV and Marine Corps instructions.  There was also concern with the shear number of directives that program managers had to deal with.
**Action Taken**:  Much of the action regarding this APC was taken by the PAE Directorate through their involvement with the groups responsible for drafting the most recent revisions to the DoD and SECNAV 5000 series of instructions.  Our goal was to incorporate Marine Corp acquisition policy in the SECNAVINST, thus eliminating the need for a separate Marine Corps document.  We were also intent on influencing the development of DoN policy with a view toward streamlining management processes for ACAT III and ACAT IV programs in particular.  Many of our recommendations were accepted by DoN and are reflected in the redelegation of ACAT designation authority and milestone decision authority to the Systems Commander level, and with the creation of the Abbreviated Acquisition Program.
**Status**:  Closed; however, we continue to look for opportunities to streamline our acquisition processes.

**APC #7: Acquisition Information Database**:  This APC was adopted in response to the large number of concerns related to the lack of a fully responsive systems acquisition automated information system within MARCORSY-SCOM.
**Action Taken**:  The ACPQMB struggled with this APC for many months, but focused primarily on the need for creation of an electronic data base of acquisition information which the project officer could access at his desktop.  It became clear that there were technical issues involved with addressing this APC that were beyond the Board's ability to deal with.  We, therefore, elected to defer to the efforts of the Information Technology Steering Group and the CAPS Program Office in PAE for direction on issues related to automated information systems.  In addition, the Defense Acquisition Deskbook (DAD) emerged in 1996 and now meets many of the requirements for on-line access to current acquisition information that project officers were asking for when the APC was initiated.
**Status**:  Closed from the perspective of the ACPQMB; however, the matter of moving to an integrated digital environment (IDE) is of command level interest and is currently being addressed.

**APC #8:  Memorandum of Agreement**:  This APC addressed the lack of command policy regarding standard procedures for developing, staffing and executing memorandum of agreement (MOAs) with other services.
**Action Taken**:  In concert with PAE, we developed an SOP for MOA's and published the policy in the Annex H of the Program Manager's Acquisition Procedures Handbook.
**Status**: Closed.

**APC # 9:  The Procurement Request/Modification (PR/MR) Request Process**:  This APC was adopted in response to numerous concerns regarding the lack of standardization with the process of preparing and staffing PR's/MR's within Syscom.
**Action Taken**:  Over the course of a year or so, we oversaw the development of MARCORSYSCOM Order 4200.2A which provided revised guidelines for preparation and staffing of procurement documents.
**Status**:  This is a continuing effort.  Although we were successful in publishing the Systems Command order on PR's/MR's, we believe that the entire phase of the acquisition process between identification of a requirement and delivery of a procurement request to the contracting officer is an area that merits close examination and offers significant potential for streamlining.  We are currently defining the scope of work required to do this, and are seeking a means to acquire skilled contractor support to assist us in the endeavor.  Our goal is to develop a handbook, which describes our processes in terms that our project officers will be able to use in planning and executing their procurements.

**APC #10: The Logistics Management Information System (LMIS)**:  This APC was initiated in response to a number of complaints regarding the state of LMIS.
**Action Taken**:  As a result of our research into the overall LMIS situation during 1996, it became clear that the effort required to reengineer the LMIS system were beyond the scope of the ACPQMB.  In addition, responsibility for management of LMIS has been transferred from HQMC(I&L) to the Total Force Structure Division in MCCDC.  At this time, MCCDC is in the early stages of an effort to completely reengineer LMIS.

**ACQUISITION PROCESS continued**

**Status**: Closed from the perspective of the ACPQMB; however, MARCORSYSCOM is closely involved with MCCDC in the effort to define the functional requirements for a new LMIS, and to initiate the development program necessary to field a new capability.

**APC #11: Configuration Management**: This APC responded to complaints that MARCORSYSCOM configuration management procedures lacked standardization and rigor.
**Action Taken**: In response to our requests, and in conjunction with the Life-Cycle Working Group, Director, Program Support developed and published a revised Configuration Management Handbook. The handbook is available in the Defense Acquisition Deskbook discretionary document section under Marine Corps specific documents.
**Status**: Closed. Recommendations for further improvements may be forwarded to the ACPQMB at any time.

**APC #12: Science and Technology Transition Process**: This APC was developed in response to a number of inputs to the effect that we did not have a well-defined process for moving programs out of the tech base and into full development.
**Action Taken**: At our request, Director, Amphibious Warfare Technology developed and published a Science and Technology Handbook outlining all aspects of the Marine Corps S&T process, including the transition planning process. The handbook is available in the Defense Acquisition Deskbook discretionary document section under Marine Corps specific documents.
**Status**: Closed.

**APC #13: The Procurement Process**: This APC was adopted in response to numerous recommendations to find ways to speed up the overall contracting process. See related discussion under APC #9, above.
**Action Taken**: In addition to development of the MARCORSYSCOM Order P4200.2A, we also requested that the Director of Contracts and Office of Counsel develop a Best Value Source Selection Handbook. That handbook has been published and is available in the DAD.
**Status**: Continuing. See status of APC #9 above for further discussion.

**APC #14: Acquisition Tools for the Project Officer**: We created this APC in response to numerous complaints that project officers did not have desktop capability to create many of the documents required to execute their program, nor did they have ready access to reference material, directives or lessons learned type information.
**Action Taken**: This APC was later combined with APC #7, which is fully discussed above. The command has made significant progress in this area, as has all of DoD, and with continued emphasis and investment, we will continue to move toward a fully integrated digital environment.
**Status**: Closed, however, the CAPS program being managed by PAE will provide the project officer with a means to store and retrieve a broad range of programmatic information, and to create programmatic documentation, reports, presentations and so no, using templates and examples. CAPS is in the development stage and its design is being overseen by an advisory group of project officers from Systems Command. It will start appearing on desktops this summer.

**APC # 15: Integrated Product Teams (IPTs)**: This APC evolved from numerous concerns about a lack of guidance and policy regarding IPTs.
**Action Taken**: At the time we adopted this APC, use of IPT's was an emerging concept, described in only broad terms by the DoD 5000 instructions. Since that time we developed a command guide for IPTs, and we have executed an overarching agreement with CG, MCCDC and Director, MCOTEA regarding formation of IPT's and their role in the acquisition process. The concept of Integrated Product Development is fully integrated into the courses of instruction offered by the Defense Acquisition University and, where appropriate, IPT's are being used as management tools throughout the command.
**Status**: Closed. Questions and comments regarding IPT's should be addressed to the command Acquisition Reform Office.

**APC # 16: Management of Programs Funded With Initial Issue O&M**: Director, PA&E requested this APC in an effort to standardize the process by which programs supported by the initial issue O&M funding were initiated and executed.
**Action Taken**: We chartered a joint Systems Command, HQMC(P&R), MCCDC and MCOTEA PAT to address the initial issue equipment process. The PAT was successful in fully defining a process which address how we will manage the many programs which are executed within the initial issue O&M account. The procedures are contained in Chapter 17 of the Program Manager's Acquisition Procedures Handbook, which is available on the local network or in the DAD.

**ACQUISITION PROCESS QMB continued**

**APC #17:  Certification of Readiness for OT Checklist:**  This APC responds to complaints that our existing process for certification of readiness for OT is cumbersome and duplicative with parallel MCOTEA processes.
**Action Taken**:  We have transferred this APC to the Test and Evaluation QMB for action as it is more properly in that boards sphere of interest.  The matter of certification of readiness checklists is a key task which the T&E QMB has assigned to its PAT for examination.
**Status**:  Closed; however, we will continue to track the efforts of the T&E QMB and, jointly with them, will revise the Test and Evaluation Handbook to reflect the revised and streamlined procedures that we expect will be developed.

**APC #18:  Source Selection Procedures**:  This APC was created to address the many recommendations we received to develop guidelines for program managers to use in the source selection process
**Action Taken**:  As noted above, a Best Value Source Selection Handbook was developed and published.  It is available in the Defense Acquisition Deskbook.
**Status: Closed**.

**APC #19: Revision to the Marine Corps Program Manager's Acquisition Procedures Handbook**:  This APC was added in mid-1996 in response to the need to revise our local handbooks to accommodate the many acquisition process changes required by the revisions to DoD 5000 and SECNAVINST 5000.2B.
**Action Taken**:  At our request, and under our purview, Director, PAE completed a total revision to the Marine Corps Program Manager's Acquisition Procedures Handbook.  The revision is now available on the local network and in the 30 Sept 97 version of the DAD.
**Status**:  Closed; however, we will continue to revise and update the handbook in response to our evolving policy and processes.

The ACPQMB is continuing its efforts to improve the command's acquisition processes.  Current members of the QMB are all key process owners from throughout the command and include:

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| Col R.W. Bates | Director, PAE |
| Col R.L. Williams | Program Manager, AAV |
| Mr. Bill West | Deputy Program Manager, CSLE |
| Mr. Dave Marr | Contracts Directorate Rep |
| Mr. Howard Knight | Deputy Director, Program Support |
| Mr. Dave Ferris | Deputy Program Manager, CIS |
| Maj. J. King | DFM Representative |
| Ms. Sandra Smith | Acquisition Reform Office |
| Mr. Lee Cohen | Acquisition Reform Office |
| Mr. Dave Vaughn | Director, AWT |

In addition to continuing our efforts on several of the original 19 APC's we are also delving into a number of new areas of interest to everyone.  We will provide updates on those efforts in future editions of the Spectrum.  If you have specific issues you think the ACPQMB should address, please bring them to the attention of any of the members, or contact our Secretariat at MKI Systems, Inc. where the POC is Ms. Melissa Canaday at (703) 221-5636.

## SIGN OF THE TIMES
Are you feeling old?  If not consider this...
   *The people starting college this fall were born in 1980.
   *The Iranian hostage crisis occurred before they were conceived.
   *They have no memory of time before M-TV.
   *Black Monday 1987 is as significant to them as the Great Depression.
   *Their world has always included AIDS.
   *Having not lived through the disco scare, they can romanticize the 1970s.
   *Atari predates them, as do vinyl albums and cassette audiotapes.
   *As far as they know, stamps have always cost about 32 cents.

FIRST DRAFT - FEBRUARY 1998

## AAV RAM/RS
### A New Way of Doing Business

It was in June 1997, that the Assault Amphibious Vehicle Reliability, Availability and Maintainability/ Rebuild to Standards (AAV RAM/RS) Program was approved as a new start for FY99. Considerable activity has taken place since then resulting in a successful Milestone II review last December. Milestone III is planned for October of this year - a very fast track. The program will produce AAV RAM/RS vehicles by replacing the current AAV engines and suspensions with those derived from the U.S. Army's Bradley Fighting Vehicle (BFV) and rebuild the vehicle to like-new condition. The overall program in production cover 680 AAVs over the FY99-02 period with a PMC budget of over $300M. All this is necessary to keep the AAV affordably combat ready until fully replaced by the AAAV.

Following program approval in June, PM, AAV explored a number of possible acquisition approaches, from full and open competition with industry, to partnering with LogBases and industry, to set-aside to the LogBases. After weighting the alternatives, the Commandant of the Marines Corps directed the Rebuild labor and materials to MARCORLOGBASES and its Marine Corps Multi-Commodity Maintenance Centers (MC3) at Albany, GA and Barstow, CA. This is a different approach from most acquisition programs and leverages of the unique strengths of both Commands.

As anyone who has worked both with government and private industry can attest, working under a contractual arrangement provides a desirable formality, risk reduction and cost/schedule controls that allows the (PM) to feel a bit more comfortable about the chances for success then by going the government route. But the contractual route was not open to us and some means of improving our potential for successful production performance were necessary. These means were arrived at jointly between the AAV teams at both commands.

First, there are the teams themselves. At MARCORSYSCOM, PM, AAV was reconstituted as a program management office with Col. Robert L. Williams, Jr returning as the PM. Although still a small program office, it is well supported by individual members from CBG, PS, LAW, CT, ARO, DFM and support contractors. MarCorLogBases themselves put several members from all disciplines together in the "vault", a separate area dedicated to AAV RAM/RS program at Albany, GA. From these two command teams, augmented by matrix support, Integrated Product Teams (IPT) membership will be provided. Of the six IPTs planned, four are off and running.

Communications has always been a problem for any organizations separated by so great a distance as between Albany and Quantico. Video Teleconferencing quickly became a way of life with meetings held on, at least, a weekly basis. PM, AAV, through the help of PS, will be initiating the "Virtual Program Office", an electronic means of disseminating information on cost, schedule, specifications, drawings and other programmatic data. This information will be available - on line - to all parties.

SYSCOM and LogBases are participating in the Rebuild Standards, the "RS" part of RAM/RS and jointly understanding the cost, scope and process of rebuilding the AAV. This will form the baseline of the effort. This fiscal year, four vehicles will undergo rebuilding in what we call Proof of Principle (POP). This effort, combined with cost tracking, will allow application of Performance Based Specifications and "Cost As an Independent Variable" (CAIV) techniques to reduce cost and streamline work during actual low rate and full rate production. Definitely something new for a government team.

It was clear that some real-time business-like approach to cost and schedule would be required in the government effort. Typically, government operations are driven by technical and schedule requirements. But with scarce fiscal resources and the desire to deliver on affordability promises, it became necessary to seriously consider cost as an equally, if not more, important parameter. AAV RAM/RS will implement an Earned Value Management System (EVMS). This cost/schedule control system will permit early identification of deviations against an established baseline and allow management to provide corrective action effectively. We and the LogBases will have considerably more visibility into the current status of the program and have a significant means to address variations early enough to have an effect. The Defense Contract Management Command will be on site at the depots and will assist in the development and implementation of the new procedures.

Risk is being addressed mutually between the two commands. For instance, areas of technical concern raised by LogBases will be assumed by SYSCOM and we will address both engine/transmission integration/performance and hull modification through SYSCOM contractual vehicles. Concern over long lead items to support production is being addressed by the two commands and the Defense Logistics Agency (DLA) by establishing a Industrial Forecasting Support Group in which DLA will order parts in anticipation of production and at a discount to normal handling surcharges.

A Memorandum of Agreement (MOA) is being finalized between COMMARCORSYSCOM and COMMARCORLOGBASES that delineates the roles and responsibilities between the two commands. This is truly a new way of doing business for both commands. Success demands innovation, flexibility, commitment and trust. All are in ample supply on this program. The prognosis is on-time, within budget and within specification performance.

Point of contact on this article is Mr. Edward Lerner, Deputy Program Manager 784-4445.

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## FEBRUARY EVENTS

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|---|---|
| 2 | Groundhog Day |
| 8 | Boy Scout Day |
| 9 - 13 | Freelance Writers Appreciation Week |
| 11 | Ash Wednesday |
| 12 | Abraham Lincoln's Birthday |
| 14 | Valentines Day |
| 16 | President's Day |
| 22 | George Washington's Birthday |

## THE MONTH OF FEBRUARY IS ALSO THE MONTH OF:

Black HistoryMonth, American Heart Month, Human Relations Month, Creative Romance Month, Boost Your Self Esteem Month and Return Shopping Carts to the Supermarket Month.

## WHAT YOU SHOULD KNOW ABOUT COMMERCIAL ITEM PROCUREMENT BEFORE THE NEW CAR SMELL WEARS OFF

You have checked aboard MARCORSYSCOM and have been assigned a project. It's an award winning acquisition streamline program already past Milestone III. The program just finished receiving the last production item off the line and you are finishing up the fielding plan, and feeling quite good about your program. Then the first phone call comes in "the Technical Manual (TM) is incomplete, we can't find the SL-4, and the starters are catching on fire". The music stops and the short lived happiness is about to fade; so you start to regroup. You start refining your program plan and thinking about how you can solve the challenges ahead; updating the TM, finishing the cataloging, and the SL-4, etc., and you say to yourself what could be worse. You find out the answer to this question a few weeks later when your funding for the entire program is being withheld for the next FY. Case in point, the Riverine Assault Craft (RAC) Program.

The RAC program produced a 35 ft, 600 HP, Pump Jet driven, aluminum hull, platform capable of performing insertion & extraction of troops, command and control, interception, signal intelligence and fire support in the Riverine Environment. It began fielding 13 months after the acquisition decision was made. It was funded by Counter Drug funding and was one of the first projects to use Acquisition Streamlining Process. It produced a craft that outperforms even the craft developers expectations (It can stop from top speed in less than 70 ft and only needs 8 in of water to operate when on step). However the RAC ran into serious Reliability, Availability, and Maintainability (RAM) challenges during its first year of service.

Commercial Items (CI) and Non-Developmental Items (NDI) are viable means of timely fielding up-to-date equipment to the Fleet. CI is the preferred method in many cases and has been recognized as the preferred form of acquisition since Congress passed legislation in 1986. If we were to do it all over again, the RAC would be a CI procurement. However, the fielding of CI and NDI equipment can lead to logistical and programmatic shortfalls, as we have learned in the RAC Program. The following checklist is "what you should know about Commercial Item procurement before the new car smell wears off."

(1) CI procurement programmatics and logistics should have no shortcuts and ensure that requirements are all met. Logistical planning and involvement should be continuous.

(2) Conduct a detailed Market Research and develop a clear Request For Proposal (RFP). Take the time to do a detailed Market Research to find not only the best manufacturer who can produce your item, but also the one who can provide the required logistical documentation and support. This equipment will be around for sometime, we must ensure that there are means of keeping it afloat.

(3) Develop the contract / Statement Of Work (SOW) and write clear and concise CDRLS which are not subjected to vast interpretation. This will save time and money in the long run, such as warranty claims. (i.e., what is Best Commercial Practice and can you define it once something goes wrong.)

(4) Perform Operational Testing of the equipment in the environment that it will be operating in. This was not done with the RAC, which won the contract.

(5) Conduct on-site inspections of the equipment and the subsystems while they are being produced. This was done on the RAC Program with the help of the Navy's on-site Supervisors of Shipbuilders. The RAC SOW did not call for level III drawings therefore it was almost impossible to inspect. Additionally, each craft was hand built, which translates to "no Configuration Management".

(6) Develop Integrated Logistic Support right from the beginning. If someone mentions to you "let's get this piece of equipment fielded now and we will catch up on the logistics" alarms should be going off in your head. It will never happen in time and you will always be playing a game of catch up.

(7) Provide for Supply Support and plan for Life Cycle Management of the item. If your CI is going to be low density, it may be wise to plan on Contractor Logistical Support (CLS) from cradle to grave.

Although the Riverine Assault Craft Program faced many initial challenges, with the support of COMMARCORSYSCOM, the Director of Ground Weapons, and the Fleet, most have been overcome. Funding has been reprogrammed to conduct several Engineer Change Proposals (ECP) and we are currently developing a SOW for Contractor Logistical Support for the II MEF Riverine Craft. Additionally, we have submitted a POM 00 initiative for the Family of Small Craft Mod Line to fund for the remainder of the small craft deficiencies. The new car smell may no longer apply to the RAC, however MARCORSYSCOM and the Fleet Forces are working hard together to overcome the shortfalls.

Point of Contact on this article is Major M. B. O'Hara, CBG at 784-2006.

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## TWO LEFT FEET

The majority of skis can be used on either the left or right side. And according to the Web site (www.iski.com), rotating the left and right doubles the life of their edges.

First Draft, March 1998

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**"WITTICISMS FOR PEOPLE WHO REFUSE TO GROW UP... GRACEFULLY!"**
*By Roy English*

I will carry my own trail mix of salted peanuts, Junior Mints, candy corn, and Rolaids.

# INFO from ISMO

Providing for remote access to the MARCORSYSCOM network has been an ongoing issue for the Information Systems Management Branch (ISMB). Users want to access their e-mail and files from home, hotels, and other remote sites. The current PCDialin solution is limited to e-mail and requires significant resources to support the installation, (usually several diskettes of client software on the user's laptop and, maintaining the network connectivity on a daily basis). Network software upgrades required newrevs, manually performed by ISMB personnel or Group Administrators, to allow continued access to the communications server. Additional problems arose when trying to assist users who wanted to work from home and who have a variety of different PCs and modems. Newer technology has provided an alternate method for remote access. MCB Quantico recently installed and began providing service for remote access using the Banyan Intranet Connect (BIC) software. This service provides remote users secure, reliable access with NO client software. Using secure browser technology for security and the World Wide Web for access, MARCORSYSCOM can now provide users this alternate method of remote access. Any user with a secure browser (such as Netscape Navigator or Microsoft Internet Explorer) can access e-mail, network files, network printers and network directory services on the MARCORSYSCOM VINES network. When establishing a connection (either through the MARCORSYSCOM communications router or your Internet Service Provider (ISP)) all data is encrypted, so there are no "naked" passwords passing through the Internet. Once a user gets to the MCB Quantico screen, they login to the network using their Banyan login and password.

The URL for MCB BIC service is https://connect.quantico.usmc.mil/connect. If for some reason this service is down when trying to connect, the NOC also provides this service. That URL is https://usmcnocnt14.noc.usmc.mil/connect. ISMB began the transition to the new service in late December. We are trying to configure all laptops as quickly as possible. For more information about the new remote access procedures please contact the ISMB Helpdesk at x4-4381.

## PME CORNER

### THE ANATOMY OF COURAGE

Moran, Lord Charles
(Garden City Park, NY: Avery, 1987)

CWO3/Capt; Leadership

Lord Moran's purpose is "to find how courage is born and how it is sustained in a modern army of free people." Most of his observations are drawn from his experiences as a medical officer with a British battalion in World War I. He refined his thoughts though at a distance, while lecturing to pilots during World War II and as Winston Churchill's doctor. Moran believes men enter combat with a certain store of courage which is steadily drawn upon in a manner analogous to a bank account. Some come with more in their account than others, but all will exhaust their reserves if the experience of battle extends long enough. Moran classifies men's courage four ways: "Men who did not feel fear; men who felt fear but did not show it; men who felt fear and showed it but did their job; men who felt fear, showed it and shirked...." Considered a classic by many, the work is somewhat flawed by its strictly British view point and by an often not-so-subtle ethnic prejudice. It is a must-read book before leading Marines into Combat.

## KEY VOLUNTEERS

The key to finding information or resources is your key volunteer. The SYSCOM key volunteers are available to provide information and resources for you and your family.

| KEY VOLUNTEERS: | YOUR KEY VOLUNTEERS ARE: |
|---|---|
| Assist during your transition to SYSCOM | Barb Daniels     (540) 720-3759 |
| Offer support during times of crisis | Tracey Gerstbrein   (540) 659-4930 |
| Refer you to appropriate resources as needed | Livia Hensen       (540) 720-7001 |

If you or someone you know is interested in becoming a key volunteer, please contact Major Klemm at Command Support, 784-2087.

## NAVY/MARINE CORPS AWARDS

**Navy/Marine Corps Achievement Medal**
Capt R. Hendrick
Sgt G. Scholl

**Navy/Marine Corps Commendation Medal**
Maj K. Newland
SSgt B. Smith
SSgt F. Bower

**Special Act Award**
GS04 N. Barcus
GS04 M. Reese
GS12 D. Cutshaw
GS13 F. Pratt
GS13 D. Harris

## MARINES FROM MCTSSA
(News from the Left Coast)
### PROMOTIONS
Sgt Bobby Batters

Cpl Charles Edwards
### OUTBOUND
Ssgt Kevin Schram

## INDICATIONS OF A GENERATION
Baby Boomer vs Generation X
* * * * *

*In your fifth grade class picture, you were wearing an Izod shirt with the collar up.

*You rode in the back of the station wagon and faced the car behind you.

*Schoolhouse Rock played a huge part in how you actually learned the English language.

*The phrase "Where's the beef," still doubles you over with laughter.

*You guess the episode of *The Brady Bunch* from the first scene.

*You know who shot J.R.

*This rings a bell: "...and my name is Charlie. They work for me."

*You had a Dorothy Hammill haircut.

*You sat with your friends on a Friday night and dialed 867-5309 to see if Jenny would answer.

*You actually believed that Mikey, died after eating a packet of pop rocks and drinking a Coke.

## USELESS TRIVIA

*Dr. Seuss coined the word "nerd" in the 1950 book "If I Ran the Zoo."

*It takes 3,000 cows to supply the NFL with enough leather for a year's supply of footballs.

*35% of people who use personal ads for dating are already married.

*The three most valuable brand names on earth: Marlboro, Coca-Cola, and Budweiser, in that order.

*Humans are the only primates that don't have pigment in the palms of their hands.

*90% of New York cabbies are recently arrived immigrants.

*Average age of the Rolling Stones: 50.6

*Five Jell-O flavors that flopped: celery, coffee, cola, apple and chocolate.

## TECHNICAL LIBRARY
The following are new arrivals at the SYSCOM technical library for the month of January 1998. The library is located in building 3089, wing D.

| | |
|---|---|
| TM 09717A/09717C-12/1 | Chemical Agent Monitor, September 1997. |
| TM 10121A-12&P | Single Action Release Personal Equipment Lowering System, September 97. |
| TM 24562A-14 | USMC Close Quarters Battle Equip, Principal Technical Characteristics and Components List, September 97. |
| TM 09490A-34&P/4 | Transceiver Unit, AN/UPS-3, Supplement 1, October 97. |
| MCO 4400.192A | Logistics Mgmt Information System, 21 November 97. |

# HAIL AND FAREWELL

Systems Command is pleased to "Welcome Aboard" the following individuals:

| | | |
|---|---|---|
| **LTCOL M. FLOYD (CBG)** | **MAJ J. LEE (PSL)** | **SGT W. NESENGER (CSJ)** |
| **LCPL M. HORNSBY (CSI)** | **GS-13 M. BRANDT (C4I/IC)** | **GS-13 K. YOON (SST)** |
| **GS-12 J. CAMPBELL (CT)** | **GS-09 P. POZEG (C4I/IC)** | **GS-04 C. EVANS (C4I/CIS)** |

During the past month, the following personnel have departed Systems Command. To them, we wish "Fair Winds and Following Seas."

NONE FOR THE MONTH OF JANUARY

# The GOOD NEWS

### STORK REPORT
CWO5 and Mrs. O'Lowney
**SON - BRIAN JOHN 12/23/97**
WO and Mrs. Sweeney
**DAUGHTER - MADELINE LYNN 1/27/98**
GM15 and Mrs. Dunn
**DAUGHTER - CALI BEA 1/13/98**
GS04 Stephanie Bowman and Husband
**SON - ETHAN ZACHARY 1/17/98**

**OOH RAH!** Capt Congdon, Capt Frank and Capt Mattes have been selected for Career level School. Capt McLaughlin was selected as an alternate.

### CONGRATULATIONS!
Cpl Neva Warner (MCTSSA) was selected by the 97 MECEP Board. She continues to pursue her degree in Mechanical Engineering.

### PROMOTIONS!
CWO4 Kirckman
GySgt Cirillo
GySgt Hudson
SSgt Zacharzuk
Will be getting promoted on 2 March 98.

### GONE FISHIN'
Major Raymond Walker (CSM) and Major Kevin Newland (MCTSSA) have retired.
Good Luck and Semper Fi!

### KUDO'S
WO1 Alan Brown was selected as employee of the month for CCR.

### BRAVO ZULU!
Sgt Lewis Perry (MCTSSA) graduated from Drill Instructor School on 17 Dec 98. He's assigned to 2nd Recruit Trng Bn, San Diego, CA.

**If you have some "Good News" to announced, send it via e-mail to:**
**KARAFA@PAE or HOWARDW@PAE@MARCORSYSCOM**
**Please keep your good news coming!**

If you succeed, you should strike out on new paths rather than travel the worn paths of success.

John D. Rockefeller